

6. Economic Development

6.1 Introduction

Economic development planning is the process by which a community organizes, analyzes, plans, and then applies its energies to the tasks of improving the economic well-being and quality of life for those in the community. This can be done by addressing issues ranging from enhancing a community’s competitiveness, establishing industrial policy, encouraging sustainable development, creating jobs, increasing wages, and enhancing worker training, and improving overall quality of life. All of these issues affect residents within a community and are addressed directly or indirectly in this comprehensive plan.

The reason to plan for economic development is straight-forward - economic development helps pay the bills. It requires working together to maintain a strong economy by creating and retaining desirable jobs which provide a good standard of living for individuals. Increased property values, personal income, and increases the tax base, so a community, county, or state can provide the level of services residents expect. A balanced, healthy economy is essential for community well-being. Economic development expenditures are a community investment. They leverage new growth and redevelopment to improve the area. Influencing and investing in the process of economic development allows community members to determine future direction and guide appropriate types of development according to their values. Another community benefit to economic development is attracting young entrepreneurs. It’s no secret, rural communities are struggling to maintain a population base to support their existing businesses and services as younger generations often leave rural areas for more urbanized communities in seek of educational and job opportunities. Attracting young entrepreneurs back to rural areas not only provides an influx of new business but also creates a base of new leadership for the community moving forward. Ask any successful business manager, and they will tell you, leadership is critical to continued success. Local government is no different.

Five General Components of Economic Development Practices

- Organizational Development
- Infrastructure Development
- Business Development
- Workforce Development
- Community Cash Flow Development

There are a variety of economic development plans, but successful communities tend to have one thing in common – an articulated, shared vision of where they want to go and of what things residents and businesses value in their community. Successful plans for economic development acknowledge the following:

1. Knowing your region’s economic function in the global economy.
2. Creating a skilled and educated workforce.
3. Investing in an infrastructure for innovation.
4. Creating a great quality of life.
5. Fostering an innovative business climate.
6. Reinventing and digitizing government.
7. Taking regional governance and collaboration seriously.

For these reasons, it is important to the planning process to identify the Village’s economic characteristics or resources. These characteristics include: the labor force, employment by industry, unemployment characteristics, and income characteristics. Assessment of these characteristics and resources provides insight into the historical and current economic situation in the Village, thereby providing direction for planning the future of the economic base.

The primary purpose of this element is to present background information about the local economy and its relationship to the region. County, regional and state economic development programs are briefly reviewed to identify possible programs that the Village could take advantage of to encourage appropriate economic development. In any economic development effort, it is helpful to identify the strengths and weaknesses of the Village in attracting and retaining businesses and industries. This element also identifies businesses and industries that would be compatible with the Village and looks at trends impacting the local economy.

6.2 Labor Force and Employment Status

Civilian Labor Force

The labor force, according to the Wisconsin Department of Workforce Development definition, includes those who are either working or looking for work, but does not include individuals who have made a choice to not work. This may include retirees, homemakers, and students. The labor force does not include institutional residents, military personnel, or discouraged job seekers.

Table 6-1: Labor Force Comparisons, Village of Kekoskee, Dodge County and Wisconsin, 2020

| | Village of Kekoskee | | Dodge County | | Wisconsin | |
|------------------------|---------------------|---------|--------------|---------|-----------|---------|
| | Number | Percent | Number | Percent | Number | Percent |
| Persons Age 16 or Over | 837 | | 72,236 | | 4,682,533 | |
| Males | 422 | 50.4% | 37,823 | 52.4% | 2,435,877 | 52.0% |
| Females | 415 | 49.6% | 34,413 | 47.6% | 2,246,656 | 48.0% |
| In Labor Force | 608 | 72.6% | 47,843 | 66.2% | 3,096,518 | 66.1% |
| Males | 314 | 51.6% | 25,076 | 52.4% | 1,614,249 | 52.1% |
| Females | 294 | 48.4% | 22,039 | 46.1% | 1,482,269 | 47.9% |
| Civilian Labor Force | 608 | --- | 47,807 | --- | 3,093,131 | --- |
| Employed | 589 | 96.9% | 45,842 | 95.9% | 2,983,277 | 96.4% |
| Unemployed | 19 | 3.1% | 1,965 | 4.1% | 109,854 | 3.6% |

Source: American Community Survey 2020

According to the American Community Survey 2020, the Village of Kekoskee has a lower percentage of males age 16 and over (50.4%) than the County as a whole (52.4%) or State (52.0%). However, the percentage of males age 16 and over in the labor force in Village of Kekoskee of 72.6 percent, is higher than both the County and the State. This may be due to a higher percentage of older males in the County who are retired and not in the labor force. The percentage of females in the labor force in the Village is also higher than the County and State’s

percentage for the same category. The percentage of unemployed in Kekoskee is less than Dodge County and Wisconsin.

Household Income

Table 6-2 displays the 2020 household incomes and median household income for Village of Kekoskee, Dodge County, and Wisconsin as reported by the American Community Survey. The median household income for Kekoskee was \$86,000 significantly higher than Dodge County at \$62,591 and the State at \$63,293.

The highest percentage (30.3 percent) of residents in the Village had a household income between \$100,000 and \$149,000. The next largest percentage (23.5 percent) of household income was \$50,000 to \$74,999. Over 82% of the Village residents had a household income over \$50,000, compared to 60.5 percent of the County and 60.6 percent of the State.

Table 6-2: Household Income, Village of Kekoskee, Dodge County and Wisconsin, 2020

| 2020 | Village of Kekoskee | | Dodge County | | Wisconsin | |
|-------------------------|---------------------|------------|--------------|------------|-----------|------------|
| | Number | % of Total | Number | % of Total | Number | % of Total |
| Less than \$10,000 | 2 | 0.5% | 1,139 | 3.3% | 109,952 | 4.6% |
| \$10,000 to \$14,999 | - | 0.0% | 1,241 | 3.5% | 98,635 | 4.1% |
| \$15,000 to \$24,999 | 11 | 3.0% | 2,551 | 7.3% | 205,288 | 8.6% |
| \$25,000 to \$34,999 | 23 | 6.3% | 3,649 | 10.4% | 214,179 | 9.0% |
| \$35,000 to \$49,999 | 28 | 7.7% | 5,232 | 14.9% | 308,113 | 13.0% |
| \$50,000 to \$74,999 | 86 | 23.5% | 7,085 | 20.2% | 449,379 | 18.9% |
| \$75,000 to \$99,999 | 85 | 23.2% | 6,062 | 17.3% | 335,854 | 14.1% |
| \$100,000 to \$149,999 | 11 | 30.3% | 5,712 | 16.3% | 388,012 | 16.3% |
| \$150,000 or More | 20 | 5.5% | 2,336 | 6.7% | 268,523 | 11.3% |
| Total | 366 | | 35,007 | | 2,377,935 | |
| Median Household Income | \$86,000 | | \$62,591 | | \$63,293 | |
| Per Capita Income | \$33,194 | | \$31,078 | | \$34,450 | |

Source: American Community Survey 2020.

Commuting to Work

For most of the general population, the location of their home depends on the location of their work. Knowing the amount of time people are willing to travel to work can serve as an indicator for the future location of housing and economic development. Commuting time to work is also an indicator of what residents are willing to sacrifice for location. Individuals are often willing to allow for longer commute times to live in a particular area.

Table 6-3: Commuting Time to Work, Village of Kekoskee, Dodge County, and Wisconsin, 2020

| | Village of Kekoskee | Dodge County | Wisconsin |
|--------------------------|---------------------|--------------|------------|
| Minutes | % of Total | % of Total | % of Total |
| Less than 10 | 19.7% | 21.1% | 17.8% |
| 10 to 14 | 21.2% | 15.1% | 16.2% |
| 15 to 19 | 11.7% | 12.0% | 16.7% |
| 20 to 24 | 10.2% | 12.1% | 14.7% |
| 25 to 29 | 4.9% | 7.0% | 7.0% |
| 30 to 34 | 8.1% | 10.8% | 11.0% |
| 35 to 44 | 9.3% | 7.1% | 6.3% |
| 45 to 59 | 8.1% | 7.2% | 5.6% |
| 60 or more | 6.6% | 7.6% | 4.8% |
| Mean travel time to work | 23.4 | 23.8 | 22.2 |

Source: American Community Survey 2020

Just over 40 percent of Kekoskee residents commute less than 15 minutes to work, in comparison to 36.2 percent of County residents and 34.0 percent of the state as a whole. Approximately 32 percent of Village residents travel 30 or more minutes to work, similar to the County (32.7%) but greater than the State (27.7%). The mean travel time to work for Village residents (23.4 minutes) is slightly less than the County (23.8 minutes), but greater than the State (22.2 minutes).

6.3 Economic Base Analysis

Employment by Industrial Sector

Employment by industrial sector illustrates the structure of the economy. Historically, the Village of Kekoskee and Dodge County have had a high concentration of employment in the manufacturing sector of the economy. Recent state and national trends indicate a decreasing concentration of employment in the manufacturing sector, while employment within the services sector is increasing. This trend is partly attributed to improved technology, and the aging of the population.

Table 6-4 displays the number and percent of employed persons by industry group in the Village of Kekoskee and Dodge County for 2020.

Table 6-4: Employment by Industrial Sector, Village of Kekoskee, Dodge County, 2020

| 2020 | Village of Kekoskee | | Dodge County | |
|--|---------------------|------------------|--------------|------------------|
| | Number | Percent of Total | Number | Percent of Total |
| Agriculture, forestry, fishing and hunting, and mining | 43 | 7.3% | 1,581 | 3.4% |
| Construction | 63 | 10.7% | 3,319 | 7.2% |
| Manufacturing | 152 | 25.8% | 12,525 | 27.3% |
| Wholesale trade | 24 | 4.1% | 989 | 2.2% |
| Retail trade | 32 | 5.4% | 5,587 | 12.2% |

| | | | | |
|---|-----|--------|--------|--------|
| Transportation and warehousing, and utilities | 14 | 2.4% | 2,473 | 5.4% |
| Information | 2 | 0.3% | 484 | 1.1% |
| Finance, insurance, real estate, and rental and leasing | 30 | 5.1% | 1,830 | 4.0% |
| Professional, scientific, management, administrative, and waste management services | 26 | 4.4% | 2,640 | 5.8% |
| Educational, health and social services | 129 | 21.9% | 8,476 | 18.5% |
| Arts, entertainment, recreation, accommodation, and food services | 22 | 3.7% | 2,400 | 5.2% |
| Other services (except public administration) | 32 | 5.4% | 2,033 | 4.4% |
| Public administration | 20 | 3.4% | 1,505 | 3.3% |
| Total | 589 | 100.0% | 45,842 | 100.0% |

Source: American Community Survey 2020.

The greatest percentage of employment for the Village was in the manufacturing sector (25.8%), followed by educational, health, and social services (21.9%). Employment by industry for Dodge County is very similar to the Village. However, Dodge County does have a slightly larger concentration of employment in manufacturing and a lower concentration in the Educational, health and social services. The sectors where the Village deviates a bit from the County is agriculture, forestry, fishing and hunting, and mining (7.3% for the Village compared to 3.4% for the County) and retail trade (5.4% for the Village compared to 12.2% for the County).

Employment by Occupation

The previous section, Employment by Industrial Sector, described employment by the type of business or industry. What people do, or what their occupation is within those sectors, can also reveal factors that influence incomes and overall employment. Table 6-4 displays the number and percent of employed persons by occupation in the Village of Kekoskee and Dodge County for 2020.

Table 6-5: Employment by Occupation, Village of Kekoskee, and Dodge County, 2020

| Occupation | Village of Kekoskee | | Dodge County | |
|--|---------------------|------------------|--------------|------------------|
| | Number | Percent of Total | Number | Percent of Total |
| Management, business, science, and arts occupations | 216 | 36.7% | 12,791 | 27.9% |
| Service occupations | 73 | 12.4% | 7,053 | 15.4% |
| Sales and office occupations | 89 | 15.1% | 8,787 | 19.2% |
| Natural resources, construction, and maintenance occupations | 94 | 16.0% | 4,884 | 10.7% |
| Production, transportation, and material moving occupations | 117 | 19.9% | 12,327 | 26.9% |
| Total | 589 | | 45,842 | |

Source: U.S. Census Bureau, 2010-2014 American Community Survey.

The occupation with the greatest percentage of employment in the Village of Kekoskee was in management, business, science, and arts occupations, accounting for 36.7% of total employment. The occupation with the second highest percentage of employment was in production, transportation, and material moving occupations (19.9%), followed by Natural resources, construction, and maintenance occupations (16.0%). For Dodge County the occupation with the greatest percentage of employment was management, professional and related occupations (27.9%), followed by production, transportation, and material moving occupations (26.9%).

Agriculture Industry Analysis

Agriculture and the related food processing industry is a major employer in Dodge County, as well as Wisconsin. This industry is of particular importance when completing a comprehensive plan because land is a major requirement for success. According to the Census of Agriculture, the amount of land in farms in Dodge County in 2017 was 405,992 acres compared to 412,949 acres in 2007, a decrease of 1.7 percent. For the same period, the average size of farms increased from 205 acres in 2007 to 232 acres in 2017, an increase in 11.0 percent. The number of farms decreased from 1,979 farms in 2007 to 1,749 farms in 2017, a decrease of 11.6 percent. The Wisconsin Agricultural Statistics Service defines a farm as any establishment from which \$1,000 or more of agricultural products were sold or would normally be sold during the year.

Dairy production in Dodge County is the largest agriculture related industry. In 2017, Dodge County ranked 10th among Wisconsin counties in milk production. There were 39,000 milk cows in the county in 2012 and 38,880 in 2017. Dodge County 113,441 head of cattle and calves in 2017.

Crop production is also a major agricultural industry in the county. According to the 2020 Wisconsin Agricultural Statistics Service, the following major crops were prevalent in Dodge County:

- Approximately 105,000 acres of corn were harvested for grain, resulting in a production of approximately 18.2 billion bushels in 2019.
- Approximately 2,560 acres of oats were harvested, resulting in a production of 181,000 bushels in 2019.
- Dodge County produced approximately 7,250 acres of winter wheat resulting in a production of 483 bushels in 2019.
- Dodge County produced approximately 67,800 acres of soybeans and 3.5 million bushels in 2019.

Agriculture - Economic Impact

The production, sales, and processing of Dodge County's farm products generates employment, economic activity, income, and tax revenue. In 2014, the University of Wisconsin Extension, supplied information on just how important agriculture is to the overall Dodge County economy. Provided are some of the most notable impacts from agriculture in the county.

- Agriculture provides jobs for 9,855 Dodge County residents, generates 19 percent of the county’s workforce of 49,743 jobs.
- The direct effect of agriculture equals \$1.99 billion and includes the sale of farm products and value-added products.
- On-farm milk production generates \$149.2 million in business sales.
- One dairy cow generates \$4,421 in on-farm sales to producers.
- Agriculture accounts for \$2.9 billion in economic activity.
- Dodge County’s top commodities include (sales by dollar value in 2012):
 - Grain - \$154.5 million
 - Milk - \$149.2 million
 - Cattle & calves - \$40.9 million
 - Vegetables - \$8.1 million
 - Hogs & pigs - \$7.3 million

Tourism

Tourism plays a vital role in Dodge County’s economy. Area accommodations, restaurants, retail stores, recreational areas, and attractions help strengthen the local economy and improve the quality of life for residents, as well as visitors. One of the top tourist destinations in Dodge County is the Horicon Marsh State Wildlife Area, a significant portion of which is located in the Village of Kekoskee.

The following information was obtained from the Wisconsin Department of Tourism in regard to the tourism industry in Dodge County.

- ◆ Total business sales as a result of visitor spending in 2021 was \$153 million, an increase of 14.1% from 2020.
- ◆ Direct visitor spending resulted in \$81.9 million into the Dodge County economy in 2021, which was an increase of 24.9% from 2020.
- ◆ Traveler spending in 2021 supported 1,393 full-time equivalent jobs.
- ◆ It is estimated that employees earned \$38.2 million in wages generated from tourist spending, an increase of 9.3% from 2020.
- ◆ Local revenues (property taxes, sales taxes, lodging taxes, etc.) collected as a result of travelers amounted to an estimated \$8.9 million in 2021, an increase of nearly 14 percent from 2020.
- ◆ The TV Show, Discover Wisconsin, featured the area and named Dodge County a 2020 Choice Destination.

As indicated by the impacts above, agriculture and tourism will continue to play a big role in the economy of the Village of Kekoskee. In fact, Agri-business and tourism will be a targeted economic opportunity for the Village.

Industrial Parks

New industrial development usually occurs in urban areas to take advantage of utility and transportation services found there. Some fringe areas around traditional urban centers have recently seen development of open land for industrial uses due to the expansion of utilities and transportation networks and the desire for clean (“green field”) locations on which to build.

Industrial parks are found in all of the cities in Dodge County. The Villages of Hustisford, Randolph, Iron Ridge, Lomira, and Reeseville also have industrial parks. There are an adequate number of sites available for businesses and industries to locate or expand in Dodge County. The Village has an area zoned industrial on the southern border between County Highway V and State Highway 67. The City of Mayville has areas zoned for industrial as well. The Village has no plans to develop a fully serviced industrial park.

6.4 Attraction of New Business and Industry

Strengths and Weaknesses Analysis

A simple determination of the strengths and weaknesses of the Village of Kekoskee and Dodge County and its economy provides the basic planning steps for future economic development. Strengths should continue to be promoted and new development that fits these features should be encouraged. Weaknesses should be improved or further analyzed and new development which displays aspects similar to identified weaknesses should be discouraged.

Strengths

- ◆ Location, the triangle between Madison, Milwaukee, Fox Valley.
- ◆ Quality of life, natural resources, schools, and hospitals.
- ◆ Agricultural diversity supports food processing.
- ◆ Strong manufacturing base.
- ◆ Good supply of available land.
- ◆ Well maintained communities.
- ◆ Airport located centrally within the county.
- ◆ Access to major highways.

Infrastructure and Economic Development

The infrastructure available in a community is closely tied to the level of economic development that a community can support. The availability or lack of infrastructure may also be a major strength or weakness for economic development.

Different types of infrastructure include transportation, communication, utility, and social infrastructure.

See Chapter 4, Utilities and Community Facilities, for an inventory of the Village’s infrastructure.

- ◆ A county-wide and Village revolving loan fund has been established.
- ◆ Extensive railroad network.
- ◆ Access to technical colleges and general proximity to major universities.

Weaknesses

- ◆ Dependency on manufacturing.
- ◆ Overall lack of economic diversity.
- ◆ Labor availability, skills, work ethic, and cost.
- ◆ Dollars leaving county, not re-spent in Dodge County.
- ◆ Loss of labor force to other counties and states.
- ◆ Limited cooperation between governments.
- ◆ Relatively low paying jobs.
- ◆ Lack of cultural, shopping, and recreation opportunities to attract some of the labor force.
- ◆ Aging workforce.
- ◆ Brain drain, graduates leaving the county.
- ◆ High seasonal employment.
- ◆ Limited revenue and financing options for development of new infrastructure to support economic development.
- ◆ County population base that is disbursed among many communities resulting in small urban centers with limited resources.
- ◆ Affordable housing opportunities (reducing supply).

Environmentally Contaminated Sites for Commercial or Industrial Use

The Environmental Protection Agency (EPA) and the Wisconsin Department of Natural Resources (WDNR) encourage the clean-up and use of environmentally contaminated sites for commercial and industrial use. The WDNR has created the Bureau for Remediation and Redevelopment Tracking System (BRRTS) which identifies environmentally contaminated sites for communities in Wisconsin. The most commonly listed types of sites are the following:

- ◆ Spills; a discharge of a hazardous substance that may adversely impact, or threaten to adversely impact public health, welfare or the environment. Spills are usually cleaned up quickly.
- ◆ LUST; a Leaking Underground Storage Tank that has contaminated soil and/or groundwater with petroleum. Some LUST cleanups are reviewed by DNR and some are reviewed by the Dept. of Commerce.
- ◆ ERP; Environmental Repair Program sites are sites other than LUSTs that have contaminated soil and/or groundwater. Often, these are old historic releases to the environment.
- ◆ VPLE; Voluntary Property Liability Exemptions apply to sites in which a property owner conducts an environmental investigation and cleanup of an entire property and then receives limits on future liability.
- ◆ Superfund; Superfund is a federal program created by Congress in 1980 to finance cleanup of the nation's worst hazardous waste sites. Thirty-nine sites are currently found in Wisconsin.

According to the BRRTS database, there are 4 environmentally contaminated sites in the Village of Kekoskee. Of the 4 sites, three are closed and there is one open case. According to the records, Hechimovich, (Glacier Ridge Landfill) is an open Superfund Environmental Response Case that is still under active monitoring. Closed sites have completed all clean up requirements and have received a case closure letter from the DNR.

It should be noted that once contaminated sites, are now growing in consideration as hosts for large scale renewable energy facilities. The federal government is promoting the transition through grant programs. The Village should follow this opportunity closely as information and the renewable energy market develops.

6.5 Employment Forecast

In 2018, the Wisconsin Department of Workforce Development (WDWD) released information on high growth occupations and industries for 2018 - 2028. Projections regarding industries and occupations were made for the state and the south-central region, which includes Dodge County. The three industries that are projected to add the most jobs in south central Wisconsin from 2018 to 2028 are Heavy and Tractor Truck Drivers; General and Operations Managers; and Maintenance and Repair Workers. The industry with the highest percentage growth is projected to be Health Specialties, Teachers, Postsecondary.

The top five occupations in Wisconsin with the greatest expected job openings during the 2018 to 2028 time period are Heavy and Tractor-Trailer Truck Drivers, Sales Representatives, Wholesale and Manufacturing, except Technical and Scientific Products, Maintenance and Repair Workers, General, Registered Nurses, and General and Operations Managers. The five fastest growing occupations for 2018 to 2028 include: Software Developers, Applications,

Market Research Analysts and Marketing Specialists, Substance Abuse, Behavioral Disorder, and Mental Health Counselors, Financial Managers and Management Analysts.

6.6 Desired Business and Industry

Since business and industry is heavily associated with regional economies, it makes sense for the Village to follow the efforts of Dodge County in promoting and attracting economic opportunity. Manufacturing, machining, food processing and similar industries would be the most successful in the County and therefore are the desired types of businesses. These types of businesses have had longstanding success in Dodge County due to its strong agricultural base, location, and workforce. Certain types of businesses, such as large grocery stores or shopping complexes, maybe desired by residents. However, such businesses would most likely not locate in the more rural areas of Dodge County, nor would they be successful. Most local residents are also very loyal to local business owners and establishments. Overall, the basic services and products that are needed by residents are adequately being supplied by current businesses. Desired improvements may include providing more retail options, larger facilities, lower prices, and more convenient locations.

Due to the rural nature of Dodge County, desired businesses and industry should include light manufacturing, food processing and similar industries as well as continued support for small retail providers and basic services providers throughout the county as well as the location of any larger retail, services, or shopping facilities to be located in an area of concentrated population yet easily accessible by a major transportation route.

Diversification of the Dodge County economy over the next twenty years will become increasingly important. Over-dependence on the manufacturing and agriculture industry can have detrimental effects. Dodge County should pursue and possibly seek out business and industry which can diversify its overall economy and encourage development of higher skills and thus higher wages of residents of the county.

On the other hand, each community has some specific appeal and traits only they can provide. For Kekoskee, that could be in Agri-business/tourism. As previously discussed in the Agricultural, Natural and Cultural Element, both the “Ledge” and Horicon Marsh could provide unique opportunities for some specialized business. Most associated with viewshed from or to these unique features. To help promote the concept, the Future Land Use Map (Map 17) identifies an “Agri Business/Tourism” overlay area which may be attractive to this type of future development that would complement existing investment such as the Horicon Marsh Welcome Center while being very complementary to the history of the existing land use. Examples could include wineries, distilleries, coffee & ice cream shops, glamping facilities and anything complementary of the area’s natural resources and economy. Appendix B includes a conference presentation on other economic opportunities often associated with the agri-business environment which may be appropriate for the Village.

6.7 Sites for Business and Industrial Development

Having available and desirable business or industrial sites within the county is vital if business recruitment is a goal. Having sites available also allows for existing businesses to expand locally.

As previously indicated, the Village does not have an established Industrial Park and there are no immediate needs to establish one. Such sites usually require needed infrastructure. There are some isolated business locations within the Village associated with their historic use and the plan is for them to stay viable. For specific areas designated for business and industrial development in the Village, refer to the Utilities and Community Facilities and Land Use elements of this plan.

The Village should continue to support the local development of economic resources even in adjacent communities such as Mayville, as a means to support local employment for its residents and the overall improvement of economic development for the County as a whole.

6.8 Economic Development Trends and Outlook

Agriculture dominated the Dodge County economy until the mid-20th century, at which point, manufacturing became a major source of employment and income. Both still make up a significant portion of the local job market in Kekoskee. Educational, health, and social services is another industry that has been on the rise in the past 10 years. These trends formed the base of the current Village economy. Over the next twenty years a number of economic trends are anticipated that will affect the existing economic base:

- ◆ The composition of the labor force will change due to continued decreases in family size and the aging of the population.
- ◆ The Village will likely continue to depend heavily on the manufacturing sector of the economy. International and national economic trends will continue to affect the manufacturers found in the Village and Dodge County.
- ◆ The Education, Health, and Social Services sector will continue to increase in importance.
- ◆ Population disbursement in the county will continue to limit economic development in some areas.
- ◆ Increases in automation and technology in manufacturing will change the existing manufacturing base and affect the labor force.
- ◆ Agri-Business and Tourism will likely increase as a factor in the county economy.
- ◆ The Village of Kekoskee will continue to be a desirable place to live, and transportation improvements will increase the ability of individuals to work outside the county resulting in increased population.
- ◆ The service-based sector of the economy will continue to grow, particularly health-related services, as the population ages.

6.9 Economic Development Goals and Objectives

Wisconsin Statutes 66.1001 requires a statement of overall goals and objectives to guide the future development and redevelopment of the Village over a 20-year planning period. The following are the goals and objectives developed for the Economic Development element.

Goals:

- Goal 1: Balanced land uses within Kekoskee to sustain the economic stability of the Village.
- Goal 2: Enhance the quality of employment opportunities and accommodate the changing economy.
- Goal 3: Promote Agri Business and Tourism as an important part of the local economy.
- Goal 4: Identify the productive farmlands in Kekoskee and support their preservation and management as an important economic resource.

Objectives:

1. Provide limited areas for commercial development requiring public infrastructure.
2. Promote and accommodate tourism.
3. Accommodate ag-related commercial uses in farmland preservation areas.
4. Recognize and accommodate unique commercial opportunities which may exist in the reuse or remodeling of existing structures.
5. Support ongoing dialogue between planning staff and economic development groups to ensure that economic development projects are consistent with plan goals and objectives.
6. Maintaining Kekoskee's unique community identity and historical character.
7. Participate in area-wide promotion efforts.
8. Promote the types of businesses catering to tourists.
9. Work toward ways to improve the attractiveness of the Village for those passing through, particularly those using the Horicon Marsh Wildlife Area.
10. Foster tourism that promotes the natural resource base and the unique historical and cultural heritage of Kekoskee.
11. Encourage and promote a healthy and sustainable agricultural economy through existing and new programs designed to support the farm economy.
12. Assist in promoting and attracting agricultural services and related industries to help keep agricultural production a viable business.

6.10 Economic Development Policies and Recommendations

Policies and recommendations build on goals and objectives by providing more focused responses and actions to the goals and objectives. Policies and recommendations become the tools that the Village should use to aid in making decisions. Policies that direct action using the words “will” or “shall” are advised to be mandatory and regulatory aspects of the implementation of the comprehensive plan. In contrast, those policies that direct action using the word “should” are advisory and intended to serve as a guide.

Recommendations are specific actions or projects that the Village should be prepared to complete. The completion of these actions and projects are consistent with the policies, and therefore will help fulfill the comprehensive plan goals and objectives.

Policies and Recommendations:

1. Maintain and promote the area for a variety of industrial and commercial activities to provide the widest range of employment opportunities. Specifically, work with Mayville, Horicon, and surrounding towns in supporting economic growth for the area.
2. Increase the value of property in order to support the local school systems.
3. Promote employment opportunities.
4. Future economic development should be located in and/or directed toward areas within which adequate public facilities and services already exist, are programmed for expansion, or will be provided concurrent with development.
5. Future economic development should include export businesses that produce goods and services within the community but are sold primarily to outside markets.
6. The retention and expansion of existing businesses should be supported.
7. The Village will support economic development that provides services determined to be valuable to the Village.
8. The Village shall support efforts to maintain agriculture as a major component of the local economy.
9. Future businesses and industrial development in the Village shall be reviewed for potential financial, service, and visual impact to surrounding landowners.
10. Commercial and Industrial development should be directed to those areas identified for such uses on the Comprehensive Plan Future Land Use Map. Exceptions to this policy are agricultural related businesses which are a conditional use in the Farmland Preservation Zoning District.

11. Identify, list, map, and market all points of interest in and around the Village. Examples could include:
 - a. Support community events which may attract outside visitors to the village.
 - b. Support a complimentary business area adjacent the WDNR Visitor Center.
 - c. Distribute tourism information promoting the Village.

6.11 Economic Development Programs

The following general programs are currently available to the Village to assist with implementation of the various goals, objectives, policies, and recommendations of the Economic Development Element of the *Village of Kekoskee Comprehensive Plan*.

Village of Kekoskee Small Business Loan Program

The Village of Kekoskee offers a small business revolving loan program for small businesses located within the Village looking for assistance for acquiring and developing land, construction/rehab projects, startup operating costs, working capital, and updating equipment.

Thrive Economic Development (ThriveED)

ThriveED, is a public-private partnership launched in 2016 that supports economic development efforts in Jefferson and Dodge counties. They supply in-person support and advice for persons interested in starting a small business.

Dodge County Land Resources and Parks Department

This Dodge County department is a great resource for local, regional, state, and federal units of government, and the public and private sectors. The Land Information Division has responsibility for all GIS mapping and services (including mapping and data support of the Dodge County Communications Center), maintenance of the building numbering program, tax parcel mapping, maintenance of the Public Land Survey System (PLSS), survey services, and tax assessment and property description functions which support the Dodge County Land Information Management System. The Department also serve as a resource to current and future Dodge County businesses, communities, and residents for the purpose of growing Dodge County in a positive manner.

Wisconsin Department of Agriculture, Trade and Consumer Protection

The Department of Agriculture, Trade and Consumer Protection (DATCP) administers the Farmland Preservation Programs for the state as well as provides resources, grants, and funding opportunities for various agricultural related jobs. For more information see the DATCP website: www.datcp.wi.gov.

Community Development Block Grant for Economic Development (CDBG-ED)

CDBG-ED grant funds are awarded to local governments to assist businesses to create or retain jobs for individuals with low and moderate incomes. Examples of eligible projects include: business loans to expand facilities or purchase equipment, specialized employee training, or

business infrastructure projects. The CDBG-ED program was designed to assist businesses that will invest private funds and create jobs as they expand or relocate to Wisconsin. The Wisconsin Department of Administration awards the funds to a general-purpose unit of government (community) which then loans the funds to a business. When the business repays the loan, the community may retain the funds to capitalize a local revolving loan fund. This fund can then be utilized to finance additional economic development projects within the community. For more information contact the Wisconsin Department of Administration.

USDA, Wisconsin Rural Development Programs

The Wisconsin Rural Development Program has many services that are available to rural communities and their residents. Some programs and services available include: community development programs, business and community programs, rural housing and utilities services, and community facility programs. For more information, contact Wisconsin Rural Development or visit the USDA web site at: <https://www.rd.usda.gov/programs-services>.

Office of Rural Prosperity - Wisconsin Economic Development Corporation (WEDC)
Wisconsin Governor Tony Evers called for creating the Office of Rural Prosperity in his State of the State speech in February 2020 to “provide a one-stop shop for folks to navigate state programs and resources tailored to rural communities, businesses and workers.” The program has the potential to be a “game changer” in linking resources to rural communities for workforce housing, ag-related business, Agri-tourism and much more. Information as the program develops can be obtained through the WEDC web site at: <https://ruralwi.com/resources/>

Wisconsin Housing and Economic Development Authority (WHEDA)

For more than 45 years, WHEDA has worked to provide low-cost financing for housing and small business development in Wisconsin. Since 1972, WHEDA has financed more than 75,000 affordable rental units, helped more than 133,000 families purchase a home and provided more than 29,000 small business and agricultural loan guarantees. WHEDA is a self-supporting public corporation that receives no tax dollars for its operations. For more information on WHEDA programs, visit wheda.com or call 800-334-6873.

Contact: Jennifer Sereno, WHEDA Public, Jennifer.Sereno@WHEDA.com

Community Development Block Grant for Public Facilities for Economic Development (CDBG-PFED)

The Public Facilities for Economic Development (PFED) program is designed to assist communities with expanding or upgrading their infrastructure to accommodate businesses that have made a firm commitment to create jobs and invest in the community. Eligible activities are those improvements to public facilities such as water systems, sewerage systems, and roads that are owned by a general or special purpose unit of government; that will principally benefit one or more businesses; and that as a result will induce businesses to create additional jobs and to invest in the community. For more information contact the Wisconsin Department of Administration.

Wisconsin’s Main Street Program

The Main Street Program is a comprehensive revitalization program designed to promote the historical and economic redevelopment of traditional business districts in Wisconsin. The program was established in 1987 to encourage and support the revitalization of downtowns.

Each year, the Wisconsin Economic Development Corporation selects communities to join the program. These communities receive technical support and training needed to restore their Main Streets to centers of community activity and commerce. For more information regarding the program contact WEDC.

Joint Effort Marketing (JEM) Grant Program

The Joint Effort Marketing (JEM) Grant Program provides partnership funding to help non-profit organizations promote tourism and to maintain a strong tourism industry in Wisconsin. JEM is based on state statutes and administrative rules that govern its administration and permit the department to conduct a matching grant program with local non-profit organizations on a cooperative basis. The program offers Wisconsin's tourism communities a variety of options to assist in the development of marketing initiatives. Contact the Wisconsin Department of Tourism for further information.

Wisconsin Rural Partners (WRP)

Since December 1992, WRP has served as Wisconsin's state rural development council (SRDC) through a cooperative agreement with the US Department of Agriculture. WRP initiatives are more far reaching than just housing, but the WRP can provide key resources.

WRP is a neutral, nonprofit organization that brings together a cross section of residents, organizations, and leaders important to rural communities throughout the state. WRP is focused on addressing issues and building collaboration between community, state, federal, nonprofit, and private sector leaders that impact rural communities.

WRP has designed and implemented highly effective programming to identify and address key issues that impact rural life by actively promoting economic, social and community development for rural Wisconsin. WRP is a member of National Rural Development Partnership and Partners for Rural America.

WRP is an active advocate for locally based solutions focused on core issues and opportunities. They encourage private/public partnerships for sustainable rural community development. They foster and celebrate local initiatives and projects that promote stewardship and expansion of community and natural resources including:

- Broadband Access and Adoption
- Community Infrastructure and Systems
- Child and Health Care Access
- Housing Financing and Construction
- Transportation Maintenance, Access and Use
- Agriculture and Natural Resource Use and Conservation

More information can be obtained through the WRP web site at: <https://www.wiruralpartners.org>

Hazardous Substance Funding: Ready for Reuse (RR) Hazardous Substance Funding

The RR Program accepts applications for traditional hazardous substance grants and loans year-round. There is no application deadline. Applicants should first discuss projects with WDNR staff.

An eligible site must meet the federal definition of an eligible brownfield, which is "real property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant." Brownfield sites include all "real property," including residential, as well as commercial and industrial properties.

More information can be obtained through the WDNR web site at:

<https://dnr.wi.gov/topic/Brownfields/rlfHaz.html>